

UNITED STATES CIVIL SERVICE COMMISSION  
Office of the Executive Director  
Interagency Advisory Group  
1900 E Street, N.W.  
Washington, D.C. 20415

Minutes of the IAG Committee on Personnel Research

April 1, 1976

The meeting was chaired by Dr. William A. Gorham, Director, Personnel Research and Development Center (PRDC), Bureau of Policies and Standards. The purpose of the meeting was to present reports and provide opportunity for discussion about topics of interest to the Federal personnel research community. The agenda included a presentation on the development of organizational assessment instruments by PRDC, as well as several items relating to the Draft Uniform Guidelines on Employee Selection Procedures.

Ms. Helen J. Christrup, Associate Director, PRDC, briefed the members on the work of PRDC's Organizational Psychology Section. The section is providing technical assistance in the fields of productivity, organizational effectiveness and quality of work life. It is attempting to meet the need for the development of a valid instrument to systematically measure the consequences of organizational change. Such an instrument has been developed and is in the pretesting stage. The section will shortly be ready to assist agencies in initiating and assessing change efforts. The instrument's use will at this time be limited to five high priority areas: job redesign, word processing, flexitime, labor-management committees, and MBO linked performance evaluation. Agencies were invited to contact Dr. Harold T. Yahr, Chief, Organizational Psychology Section, for further information. (63-26812).

Mary S. Hansen, of the Office of Policy Analysis and Coordination (OPAC) provided feedback regarding agencies' comments on the Draft Uniform Guidelines. She thanked the members for the thoroughness with which the review was carried out by most agencies. The trend expressed in the comments was positive relating to the need for uniform guidelines but concerns were raised about many aspects of the particular draft under consideration. The concerns of the agencies centered around: the technical language used, the degree of change needed and overall impact if adopted, effects on affirmative action programs, implementation of data collection requirements, effects on union-management relations, and the great amount of time and money needed for implementation. Agencies felt that the CSC would need to provide leadership and training regarding implementation. The possibility of pilot testing the guidelines was also suggested.

-2-

Joseph W. Howe, Director, OPAC, described the report of the CSC Task Force on Uniform Guidelines. It was stressed that no action has as yet been taken by the Commission and that formal feedback to agencies will be presented later. The report made eleven recommendations:

1. The CSC team should be sent back to continue negotiating for needed changes.  
Changes should be made in the following areas: (2-7)
2. The description of content validity should be broadened.
3. The kinds of selection decisions to which the guidelines apply should be limited.
4. The phrase "selection procedures which have on adverse impact are considered discriminatory..." should be deleted.
5. The requirement that employers should substitute alternate procedures they know about or should have known about which have less adverse impact should be deleted.
6. The requirement for practical utility should be dropped.
7. The documentation requirements should apply to the Federal sector.
8. The guidelines should be tried on a pilot test basis before government wide implementation.
9. The guidelines should eventually be adopted on a mandatory basis.
10. The CSC should encourage, but not require, State and local gov'ts to collect information on the EEO impact of selection procedures.
11. Validation and documentation provisions should serve as the basis for our technical assistance to State and local governments.

Dr. Gorham stated that comments from outside the Federal sector were more positive than those from Federal agencies. He also pointed out that many of the recommendations of the CSC task force have been included in the latest version of the Draft Uniform Guidelines, but that other changes have been made which will make additional review of the document necessary.